



# **College!Now Implementation Document**

**February 2012**

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## Introduction to College!Now

The University of Montana-Missoula College of Technology (UMCOT) supports fully the Comprehensive Two-Year Education Mission/Vision created by the Montana University System. This comprehensive mission is a product of the multi-year initiative, College!Now, led by the Montana University System to make public two-year higher education more accessible, better coordinated, better understood and, as a result, better utilized statewide. The initiative is being supported by Lumina Foundation for Education which selected Montana as one of seven states to participate in a national effort to develop innovative, cost-saving strategies for delivering high-quality education to greater numbers of students. UMCOT is committed to implementing and addressing fully the College!Now mission and vision.

The Comprehensive Two-Year Education Mission/Vision for the College!Now initiative is as follows:

### **Mission Statement**

The Mission of two-year education in Montana is to provide a comprehensive, accessible, responsive, student-centered learning environment that facilitates and supports the achievement of individuals' professional and personal goals, and enhances the development of Montana's citizens, communities and economy.

### **Vision Statement**

Montana's two-year education: Transform lives and create opportunities through educating the citizens of the state of Montana.

### **Key Purposes and Attributes**

Montana's two-year education is centered around the attributes of the comprehensive community college mission and is committed to providing:

- Transfer Education through the Associate's Degree
- Workforce Development, Including Certificates and Applied Associate's Degrees
- Developmental and Adult Basic Education
- Lifelong Learning
- Community Development

The attributes of two-year education in Montana include:

- Open Access Admissions
- Affordable
- Student-Centered
- Adult Focused and Accessible Learning
- Responsiveness to Local Needs
- Cultivation of Partnerships

Additional information and updates on the comprehensive statewide effort can be found at <http://www.mus.edu/2yr/CollegeNOW/default.asp>.

## Purpose of Document

This document will serve as a guide for the UMCOT institutional implementation process which has been introduced to prepare and enable the College to implement the Key Purposes and Attributes of the

Comprehensive Mission/Vision. This document will assist all constituents of the College in understanding the purpose, direction and schedule associated with meeting the initiative outcomes on the local and statewide levels. In addition to addressing the expectations in the College!Now initiative, this document will describe the interrelatedness of the College strategic plan, mission of The University of Montana (UM), UM Strategic Goals/Core Themes, and institutional measures of success. This plan is uniquely constructed to guide the design and implementation of College!Now and build success for the new vision of two-year education at The University of Montana in Missoula.

***The information in this document will continue to evolve as the processes, plans and actions of College!Now develop.***

## **History of Plan Development**

In September of 2009 the Montana University System (MUS), through the Office of the Commissioner of Higher Education (OCHE), submitted a grant proposal to the Lumina Foundation addressing an identified need in training the workforce and better utilizing the two-year system in the MUS. That grant proposal was accepted by the foundation and since that time the College!Now initiative has continued to grow and develop through a collaborative statewide effort. Appendix D contains a current scope of work that summarizes the overall statewide effort today.

Through this series of statewide efforts which included participation by the Montana Board of Regents, OCHE, Deans/CEOs of two-year institutions, higher education administrators within the MUS, statewide community listening sessions, faculty, staff and students, the initiative development has produced the Comprehensive Two-Year Education Mission/Vision to guide the effort of expanding the two-year college mission in Montana.

As the initiative has moved from a statewide “development effort” to a local “implementation and action” phase the UMCOT has worked diligently to identify the specific projects that will need to be addressed in order to meet the College!Now Mission/Vision. The effort to identify campus-specific areas of development at the UMCOT used the five mission attributes from the Comprehensive Mission/Vision to guide the development process. Those attributes include:

- *Transfer Education through the Associate’s Degree*
- *Workforce Development, Including Certificates and Associate’s Degrees*
- *Developmental and Adult Basic Education*
- *Lifelong Learning (and K-12 connection)*
- *Community Development*

Using the mission attributes, the UMCOT developed and categorized an initial list of projects and efforts that would be necessary on the campus to meet the mandate of expanding the college mission. This initial list was included in a draft planning document and presented to the campus for additional feedback and input through work sessions starting in late December 2011 and concluding in early February 2012. The responses collected in the work sessions have helped shape this implementation

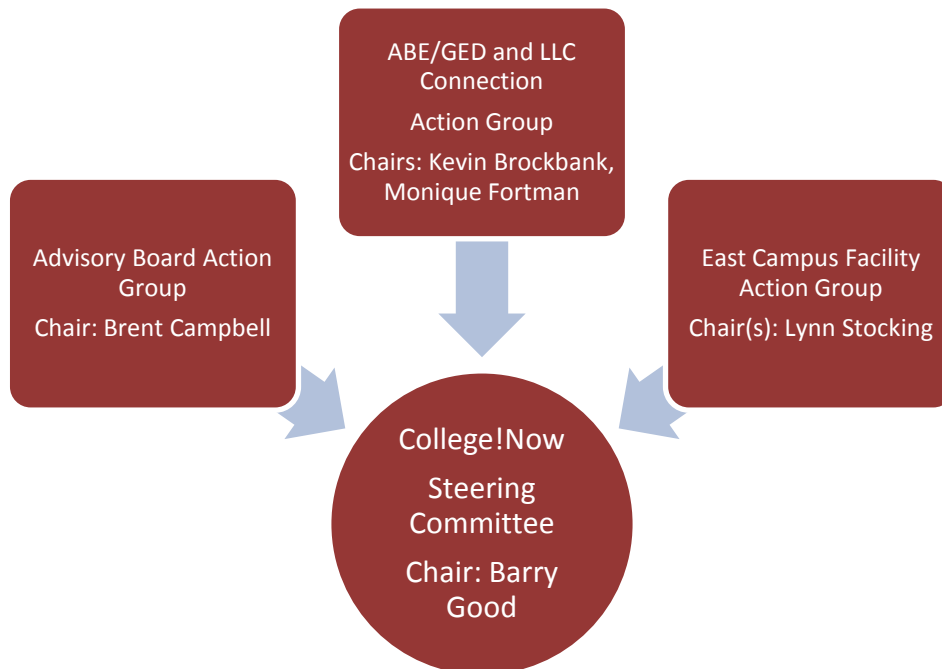
plan and provided the information and foundation for developing the following sections on Structure, Communications, Action Items, Timelines and Resources.

***UMCOT acknowledges that this implementation plan is one of the first steps in a long process of working to meet the full Mission/Vision of College!Now. We realize the plan will continue to evolve and develop as the project moves into the next stages and we are dedicated to making this an open and collaborative process with campus administrators, faculty, staff, community and the administration at The University of Montana.***

## Structure of Project

In order to help position this project for success the implementation plan has a developed structure for the project to identify the overall reporting, communication and accountability. This structure will support and maintain a robust campus and external communication plan as well as provide a format to address the expectations of UM administration, OCHE and the Montana BOR in the completion of the project.

The basic structure of the project will consist of the College!Now Steering Committee and individual Action Groups. The Action Groups will be tasked with working on the details of the identified Action Items (developed from Mission/Vision attributes) and specifically addressing outcomes, timelines, resources, barriers and strategic planning connections. Each Action Group will have a Chair or Chairs who will be members of the Steering Committee and will provide updates and input to that group to as part of the college-wide effort.



### **Steering Committee Roles and Responsibilities**

- Monitor all activities and progress of individual Action Items/Groups
- Provide direction and guidance to Action Groups
- Assure that all efforts are aligned with the UM and UMCOT strategic plans and goals
- Assure that all efforts are aligned with the College!Now Mission/Vision
- Maintain and monitor the overall communication plan
- Serve as the main advocates and contacts for College!Now

### **Action Groups Roles and Responsibilities**

- Report to the Steering Committee on Action Item progress
- Fully develop the outcomes associated with the Action Item
- Identify resources needed to implement Action Item
- Maintain a timeline of expected milestones or outcome completion dates
- Identify the connection of the Action Item to UM and UMCOT strategic planning

## **Communication Plan**

A communication plan will be critical to engage effectively all identified UMCOT constituents in every aspect of the effort. Constituents include the College students, staff, and faculty; the broader University community, the public; and the COT Advisory Board. Input and participation from a broad range of the constituents throughout the initiative will be critical to its ultimate success.

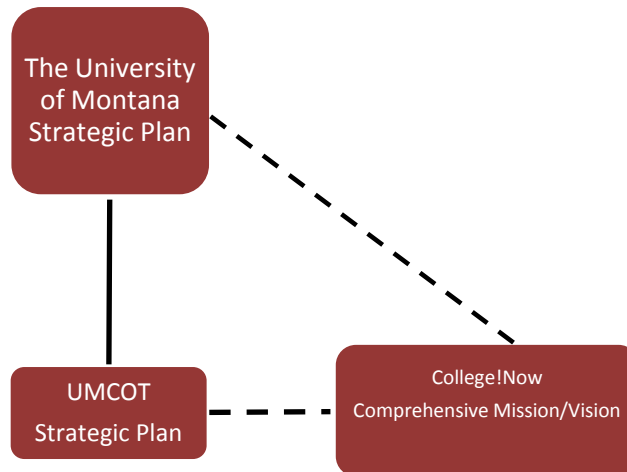
The major focus of the communication plan will be the concept of using the Steering Committee as the central location for gathering information, monitoring activities and reporting out. By including each of the Chairs on the Steering Committee the structure of the project will allow for a reciprocal flow of information between the Steering Committee and Action Groups.

Specific tools to be used in the communication:

- Action Groups Minutes
- Steering Committee Minutes
- Monthly Communication from Dean/Steering Committee Chair to all relevant groups (internal and external)
- Moodle Shell (developed Summer 2012)
- Incorporated into existing campus communication tools

## **Linking College!Now to UM Planning**

Although the College!Now initiative is a statewide effort addressing two-year education, it is important that the actions and efforts of UMCOT embrace College!Now as well as reflect the mission, strategic goals, measures of success, and overall planning efforts of The University of Montana –Missoula. Project action items will need to be continually linked to the goals identified in all three strategic plans (College!Now, UMCOT and UM).



Throughout the implementation of the College!Now project The University of Montana Strategic Plan will continue to be the master planning document for all activities at the UMCOT. The College!Now Comprehensive Mission/Vision will provide guidance to the UMCOT Strategic Plan as it is reviewed and updated during this project, but the Steering Committee will assure that each of these activities continue to align with the Strategic Issues and Core Values of the UM Strategic Plan.

Appendix A demonstrates the connection between the UM Strategic Issues (Core Themes), UM Core Values and the College!Now Key Attributes.

The following Vision Statement has been developed at the UMCOT level and will help drive the development of individual Action Items throughout the entire initiative and beyond.

### **UMCOT Vision Statement**

We envision a future in which:

The College of Technology is a fully engaged academic unit of the University of Montana. The college is valued by the people of the region, and beyond, as an accessible educational resource center and learning community that is guided by models of integrity, mutual respect, community service, and a commitment to excellence.

As an educational resource center, we are acknowledged for providing educational opportunities, facilitating positive change, and being the workforce education and economic development “engine” of the region. We are flexible in responding to the needs of our regional partners by initiating, implementing, and refining programs based on the needs of our business and community partners.

As a learning community, where excellence in teaching and learning is paramount, we celebrate the differences among all individuals, cultures, and heritages, and provide the open environment that is

necessary for our students to acquire a global perspective and anticipation for life-long learning. Measurable continuous improvement is a hallmark of this culture.

### Action Items

Through the process of development previously described in this document, UMCOT has identified 16 specific Action Items that are considered necessary objectives to meet the College!Now expectations. As was described previously, the Action Items were developed through a process of categorizing thoughts, ideas and needs in the five comprehensive mission attributes. Those initial items were then developed further through campus-wide efforts and refined into the list below.

Action Items are no longer listed or categorized according to the mission attributes as some items cover more than one attribute. However, each Action Item Template identifies the connected College!Now attribute, UM Strategic Plan Connection and UMCOT Strategic Plan Connection.

Current Action Items	
Associate of Science Degree	East Campus Facility
AASc Department Structure	Advising Model and Services
Connection to 4-year Programming	West Campus Facility
Labor Market Analysis	Programming Development and Review
ABE/GED and LLC Connection	Dual Credit and Big Sky Pathways
K-12 Connection	Advisory Board
Community Connections	Developmental Education
Student Services	Adult Friendly Programming

Action Item templates are located in the following section and are currently in the developmental stages. A major portion of the opening effort on this initiative is to fill in the detail elements of each template.



## **Action Item Templates**

## COT Advisory Board

### Action Item

<p><b>Description of Action Item:</b> The COT Advisory Board will serve as a critical component for soliciting input and direction from individuals outside the College. They will also help serve as advocates and experts of the effort in venues outside the college. The board is composed of individuals from the business community, UM Mountain Campus administrators and select individuals from within the COT.</p>			
<p><b>Action Group Chair(s):</b> Brent Campbell, WGM Group</p>			
<p><b>Action Group Membership:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <p>Wolf Ametsbichler, Missoula Job Center  Dale Bickell, Missoula County  Chris Comer, UM College of Arts and Sciences  Monique Fortman, Missoula County Public Schools, Lifelong Learning  Vicki Judd, Northwest Energy  Jim Lewis, Montana Rail Link  John Cech, OCHE (Ex-officio)  Royce Engstrom, UM President (Ex-officio)  Perry Brown, UM Provost (Ex-officio)  Teresa Branch, UM Student Affairs (Ex-officio)  Barry Good, UMCOT Dean (Ex-officio)</p> </td> <td style="width: 50%; border: none;"> <p>Alex Apostle, Missoula County Public Schools  Brent Campbell, WGM Group  Brigitta Freer, Missoula Economic Development  Frederika Hunter, UM Native American Studies  Kim Latrielle, Missoula Chamber of Commerce  Jan VanFossen, Providence St. Patrick  UMCOT Student, TBD (Ex-officio)  UMCOT Faculty, TBD (Ex-officio)  Lynn Stocking, UMCOT Associate Dean (CAO) (Ex-officio)  Kevin Brockbank, UMCOT Interim Associate Dean (Ex-officio)</p> </td> </tr> </table>		<p>Wolf Ametsbichler, Missoula Job Center  Dale Bickell, Missoula County  Chris Comer, UM College of Arts and Sciences  Monique Fortman, Missoula County Public Schools, Lifelong Learning  Vicki Judd, Northwest Energy  Jim Lewis, Montana Rail Link  John Cech, OCHE (Ex-officio)  Royce Engstrom, UM President (Ex-officio)  Perry Brown, UM Provost (Ex-officio)  Teresa Branch, UM Student Affairs (Ex-officio)  Barry Good, UMCOT Dean (Ex-officio)</p>	<p>Alex Apostle, Missoula County Public Schools  Brent Campbell, WGM Group  Brigitta Freer, Missoula Economic Development  Frederika Hunter, UM Native American Studies  Kim Latrielle, Missoula Chamber of Commerce  Jan VanFossen, Providence St. Patrick  UMCOT Student, TBD (Ex-officio)  UMCOT Faculty, TBD (Ex-officio)  Lynn Stocking, UMCOT Associate Dean (CAO) (Ex-officio)  Kevin Brockbank, UMCOT Interim Associate Dean (Ex-officio)</p>
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<p><b>UM Strategic Plan Connection:</b> Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs</p>			
<p><b>UMCOT Strategic Plan Connection:</b> Support New UMCOT Building, Availability of Resources</p>			
<p><b>College!Now Key Attribute Connection(s):</b> Community Development</p>			

**COT Advisory Board  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Develop by-laws and select committee membership	6-12 Months (completed)		
Hold regular meetings through the 2011-2012 academic year to support the C!N development effort	6-12 Months (ongoing)		
<b>Additional Comments:</b>			

## Community Connections

### Action Item

**Description of Action Item:** This Action Item is designed to take inventory of existing community connections and promote potential new community connections that align with the UM strategic plan and the C!N initiative.

**Action Group Chair(s):** Vida Wilkinson and Jacquie Hofmann

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs

**UMCOT Strategic Plan Connection:** Availability of Resources

**College!Now Key Attribute Connection(s):** Community Development

## Community Connections Action Item

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Create an accurate institutional inventory of community connections that support the C!N effort	6-12 Months		
Create a method for encouraging community connections with faculty, staff and administration	6-12 Months		
<b>Additional Comments:</b>			

## Associate of Science Degree

### Action Item

**Description of Action Item:** Expand the transfer education offerings through the approval and offering of an Associate of Science degree.

**Action Group Chair(s):** Cathy Corr

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs

**UMCOT Strategic Plan Connection:** Program Evaluation

**College!Now Key Attribute Connection(s):** Transfer Education through the Associate's Degree

**Associate of Science Degree  
Action Item**

<b>Desired Outcomes</b>	<b>Timeline</b>	<b>Resources Needed</b>	<b>Barriers to Success</b>
Complete Level II paperwork and submit for BOR approval	6-12 Months (July 2012)		Non-approval of curriculum by Academic Standards and Curriculum Review Committee
Approval of curriculum by BOR	6-12 Months (September 2012)		Non-approval of curriculum by Academic Standards and Curriculum Review Committee
Admit students and begin instruction in AS degree curriculum	12-24 months (Fall 2013)	Two faculty lines Adequate facility space Wet labs for science course instruction	Available facility needs are currently inadequate to deliver this curriculum, no space for courses, no wet labs for science instruction. Additional faculty line will be required for actual program delivery
<b>Additional Comments:</b> Adequate facility and faculty resources are critical needs in order to make this a reality. With current resources at the COT it will not be possible to offer this curriculum with any level of quality.			

## AASc Department Structure

### Action Item

<p><b>Description of Action Item:</b> The emphasis on transfer education in this initiative will require the AASc Department to carry some important pieces of the project. Through years of exponential growth of student numbers and additional sites (Bitterroot College Program) has made the current structure and support systems inadequate to allow for any meaningful growth. This action item is designed to address all components that may be affecting current efficacy of the department or hinder the ability to address the College!Now initiative.</p>
<p><b>Action Group Chair(s):</b> Cathy Corr</p>
<p><b>Action Group Membership:</b> TBD</p>
<p><b>UM Strategic Plan Connection:</b> Partnering for Student Success</p>
<p><b>UMCOT Strategic Plan Connection:</b> Program Evaluation</p>
<p><b>College!Now Key Attribute Connection(s):</b> Transfer Education through the Associate's Degree</p>



## AASc Department Structure Action Item

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Develop and fund a base of permanent faculty to meet the academic needs of an AA and AS degree	12-24 Months	# of faculty member lines and salary readjustments	University budgeting and available resources
Articulate with administration the specific functional design that will be needed in a new facility to support the AASc demands and needs of offering a AA and AS degree	6-12 Months		Ability to reopen the facility design process with UM Mountain campus, Legislative funding
Develop and fund an academic departmental structure for AASc that aligns with the academic demands/needs of both AA and AS degrees	12-24 Months	Personnel (faculty, staff and administration)	University budgeting and available resources
Collaborate with necessary groups to advocate for new facility funding	6-12 Months		
Collaborate with AAS programs to develop options in AA and AS that allow emphasis from program areas, but also provide the transferable general education core	12-24 Months		Participation and engagement from faculty in AAS programs
<b>Additional Comments:</b>			

## Connection to Four-Year Programming

### Action Item

**Description of Action Item:** Addressing the need to provide students with the opportunities and tools to continue their education from an AA, AS and AAS degree into a four-year program. This will be an attempt to increase and improve the existing opportunities that currently exist for students attending the COT and will include academic and student services components.

**Action Group Chair(s):** Tom Gallagher

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Partnering for Student Success, Engaging Students, Strengthen Student Support

**UMCOT Strategic Plan Connection:** Align with Parent Institution

**College!Now Key Attribute Connection(s):** Transfer Education through the Associate's Degree

**Connection to Four-Year Programming  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Secure administrative alignment between 2 and 4-year campus that enables follow through of academic process	6-36 Months		
Identify barriers to student opportunities for bilateral movement between our campus and the four-year degrees	6-12 Months		
Identify opportunities for more academic alignment between COT and Mountain Campus programs	6-12 Months		
<b>Additional Comments:</b>			

## Developmental Education

### Action Item

**Description of Action Item:** Fulfill the need to adequately address the growing need for developmental courses, and implement nationally accepted instructional models to increase student success in these courses.

**Action Group Chair(s):** Mark Medvetz and Deborah Sloan

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Partnering for Student Success, Transitioning to College, Strengthening Student Support

**UMCOT Strategic Plan Connection:** Program Evaluation

**College!Now Key Attribute Connection(s):** Developmental and Adult Basic Education

## Developmental Education Action Item

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Implement the developmental math curriculum redesign using the National Center for Academic Transformation's (NCAT) <i>Emporium Model</i>	12-24 Months	Increase faculty in Developmental Math area and increased facility space	The Emporium Model requires a commitment of space and equipment to deliver the curriculum, none currently available
Increase resources and programming to address growing need for Developmental Writing courses	12-24 Months	Increase faculty in Developmental Writing area	Budgeting and space requirements
Implement a Pre-program system of not entering students into the academic program until they have demonstrated their college-level preparedness	6-12 Months		Collaboration and participation from all departments involved in this retention issue
<b>Additional Comments:</b>			

## Programming Development and Review

### Action Item

**Description of Action Item:** Developing a way for the College to analyze programming needs at the program and course level. This item will cover the topic of program expansion, contraction and creation. It will also address the incoming requests for an expanded schedule of course offerings, evenings and weekends.

**Action Group Chair(s):** Lynn Stocking and Kevin Brockbank

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs

**UMCOT Strategic Plan Connection:** Program Evaluation

**College!Now Key Attribute Connection(s):** Workforce Development, Including Certificate and Associate's Degrees

**Programming Development and Review  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Develop a model for internal college use to help determine the need for program development, expansion and contraction using a data-driven method of needs assessment	6-12 Months	Completed Labor Market Analysis, other relevant data sources	
Analyze the requests and needs for expanding course offerings to evening and weekend time slots	12-24 Months	Increased budget and increased number of qualified faculty	Budget to support increased course offerings
<b>Additional Comments:</b> This action item will help the college effectively use the available resources to determine effective programming			

## Labor Market Analysis

### Action Item

<b>Description of Action Item:</b> Conducting a labor market analysis of Missoula and the surrounding area to correlate labor market needs to current and future programming offerings.
<b>Action Group Chair(s):</b> Cec Gallagher
<b>Action Group Membership:</b> TBD
<b>UM Strategic Plan Connection:</b> Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs
<b>UMCOT Strategic Plan Connection:</b> Program Evaluation
<b>College!Now Key Attribute Connection(s):</b> Workforce Development, Including Certificate's and Associate's Degrees



## Labor Market Analysis Action Item

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Develop scope and desired outcomes of labor market analysis	6-12 Months (completed)	Perkins Funding	
Hire an external consultant to do the labor market analysis and included program analysis to the market data	6-12 Months (ongoing)	Perkins Funding	Qualified available consultant within the projected budget
Develop a long-term plan and set of actions to use the labor market analysis data	6-12 Months		
<b>Additional Comments:</b>			

## Dual Credit and Big Sky Pathways

### Action Item

**Description of Action Item:** Work to further develop the connection with our regional K-12 partners using Big Sky Pathways and Dual Credit delivery as tools to create formal connections for K-12 students.

**Action Group Chair(s):** Joe Crepeau and Anne Delaney

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Partnering for Student Success

**UMCOT Strategic Plan Connection:** Program Evaluation

**College!Now Key Attribute Connection(s):** Lifelong Learning and (K-12 Connection)

**Dual Credit and Big Sky Pathways  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
<b>Additional Comments:</b>			

## East Campus Facility

### Action Item

**Description of Action Item:** Support the proposed new UMCOT building. This will include working with the design plan to make certain it is adequate and functional when looking at the new ventures College!Now may bring to the College.

**Action Group Chair(s):** Tim Olson and AASc Representative

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs  
Dynamic Learning Environment, Infrastructure, Culture, and Place

**UMCOT Strategic Plan Connection:** Support New UMCOT Building

**College!Now Key Attribute Connection(s):** Transfer Education through the Associate's Degree

**East Campus Facility  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
<b>Additional Comments:</b>			

## West Campus Facility

### Action Item

**Description of Action Item:** Identify necessary facility increases and improvements to address workforce development needs. This will include improvements to existing building and increase in square footage with new facility.

**Action Group Chair(s):** Dennis Daneke and Jim Headlee

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs

**UMCOT Strategic Plan Connection:** Support New UMCOT Building

**College!Now Key Attribute Connection(s):** Workforce Development, Including Certificate's and Associate's Degrees

**West Campus Facility  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
<b>Additional Comments:</b>			

## ABE/GED and Lifelong Learning Center Connection

### Action Item

<p><b>Description of Action Item:</b> Work to create partnerships and agreements that use the existing programming at the MCPS Lifelong Learning Center to address ABE/GED and Lifelong Learning needs at the UMCOT.</p>
<p><b>Action Group Chair(s):</b> Kevin Brockbank and Monique Fortman</p>
<p><b>Action Group Membership:</b> TBD</p>
<p><b>UM Strategic Plan Connection:</b> Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs Partnering for Student Success, Preparing K-12 Students, Transitioning to College, Strengthening Student Support</p>
<p><b>UMCOT Strategic Plan Connection:</b> Program Evaluation</p>
<p><b>College!Now Key Attribute Connection(s):</b> Developmental and Adult Basic Education, Lifelong Learning (and K-12 Connection)</p>



**ABE/GED and Lifelong Learning Connection  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Identify areas of potential collaboration and partnership	6-12 Months		
Create partnership through College!Now RFP for ABE/GED joint ventures	6-12 Months (ongoing)		
<b>Additional Comments:</b>			

## K-12 Connection

### Action Item

**Description of Action Item:** Work to have an ongoing relationship with the Missoula County Public Schools that will help transition students from the K-12 to Postsecondary environment. Foster relationships with the MCPS that will develop into meaningful partnerships for student success.

**Action Group Chair(s):** TBD

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs  
Partnering for Student Success, Preparing K-12 Students, Transitioning to College, Strengthening Student Support

**UMCOT Strategic Plan Connection:** Program Evaluation

**College!Now Key Attribute Connection(s):** Developmental Education and Adult Basic Education, Lifelong Learning (and K-12 Connection)

**K-12 Connection  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
<b>Additional Comments:</b>			

## Student Services

### Action Item

**Description of Action Item:** Work to evaluate and improve the overall student services on the UMCOT campus. Measure student services in relation to the successful implementation of the College!Now initiative.

**Action Group Chair(s):** Lynn Stocking and Kyle Pucko

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Partnering for Student Success, Transitioning to College, Strengthening Student Support

**UMCOT Strategic Plan Connection:** Alignment with the Parent Institution, Program Evaluation

**College!Now Key Attribute Connection(s):** Transfer Education through the Associate's Degree

**Student Services  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
<b>Additional Comments:</b>			

# Advising Model and Services

## Action Item

<b>Description of Action Item:</b> Develop a robust advising model and services to assist with the large number of students and the desire to assist students in the transfer education mission.
<b>Action Group Chair(s):</b> Director of Advising and Lynn Stocking
<b>Action Group Membership:</b> TBD
<b>UM Strategic Plan Connection:</b> Partnering for Student Success, Preparing K-12 Students, Transitioning to College, Strengthening Student Support
<b>UMCOT Strategic Plan Connection:</b> Program Evaluation
<b>College!Now Key Attribute Connection(s):</b> Transfer Education through the Associate's Degree

**Advising Model and Services  
Action Item**

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Develop a job description and scope of work for recruiting a Director of Advising	6-12 Months (completed)		
Hire a Director of Advising	6-12 Months (ongoing)		
<b>Additional Comments:</b>			

## Adult Friendly Programming

### Action Item

**Description of Action Item:** Engage in the College!Now efforts to specifically address the low participation rate of non-traditional (over 25) in the two-year system. Develop actions to respond to the efforts.

**Action Group Chair(s):** Lynn Stocking and Vida Wilkinson

**Action Group Membership:** TBD

**UM Strategic Plan Connection:** Education for the Global Century, Two-year programming responsive to local, regional, state, and national needs

**UMCOT Strategic Plan Connection:** Program Evaluation

**College!Now Key Attribute Connection(s):** Transfer Education through the Associate's Degree



## Adult Friendly Programming Action Item

Desired Outcomes	Timeline	Resources Needed	Barriers to Success
Complete campus survey for C!N Adult Friendly Programming	6-12 Months		
Develop plan to address results of C!N Survey	6-12 Months		
<b>Additional Comments:</b>			



## Appendix A

	The University of Montana Strategic Issues (Core Themes)					Core Values			
	Partnering for Student Success	Education for the Global Economy	Discovery and Creativity	Dynamic Learning Environment	Planning-Assessment Continuum	Leadership	Engagement	Diversity	Sustainability
College!Now Mission Attributes									
Transfer Education through the Associate's Degree	✓	✓	✓	✓	✓	✓	✓	✓	✓
Workforce Development, Including Certificates and Associate's Degree	✓	✓	✓	✓	✓	✓	✓	✓	✓
Developmental and Adult Basic Education	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lifelong Learning and (and K-12 Connection)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Development		✓	✓		✓	✓	✓	✓	✓

## **Appendix B**

### Estimated Resource Needs

Item	Description	Estimated Cost
East Campus Facility	Construction of new facility	\$48 million
West Campus Facility	Expansion and upgrade	\$17 million
Personnel	To accommodate expanded mission	\$3 million
<b>Total Estimated Resource Needs</b>	<i>February 10, 2012</i>	<b>\$68 million</b>

\*This list of estimated resource needs was developed through a combination of numerous previous planning activities and estimates of resources needed. Future estimates for this project will have additional detail and justification.

## Appendix C

## Compiled Timeline of Project Components

*(Tentative Timeline and Expected to Develop Significantly in Upcoming Months)*

<b>6-12 Months</b>		
<i>Item</i>	<i>Parent Action Item</i>	<i>Additional Information</i>
Develop by-laws and select committee membership	COT Advisory Board	Completed
Hold regular meetings through the 2011-2012 academic year to support the C!N development effort	COT Advisory Board	Ongoing
Create an accurate institutional inventory of community connections that support the C!N effort	Community Connections	
Create a method for encouraging community connections with faculty, staff and administration	Community Connections	
Complete Level II paperwork and submit for BOR approval	Associate of Science Degree	
Approval of curriculum by BOR	Associate of Science Degree	
Articulate with administration the specific functional design that will be needed in a new facility to support the AASc demands and needs of offering a AA and AS degree	AASc Department Structure	
Collaborate with necessary groups to advocate for new facility funding	AASc Department Structure	
Identify barriers to student opportunities for bilateral movement between our campus and the four-year degrees	Connection to Four Year Programming	
Identify opportunities for more academic alignment between COT and Mountain Campus programs	Connection to Four Year Programming	
Implement a Pre-program system of not entering students into the academic program until they have demonstrated their college-level preparedness	Developmental Education	
Develop a model for internal college use to help determine	Programming Development and Review	



the need for program development, expansion and contraction using a data-driven method of needs assessment		
Develop scope and desired outcomes of labor market analysis	Labor Market Analysis	
Hire an external consultant to do the labor market analysis and included program analysis to the market data	Labor Market Analysis	
Develop a long-term plan and set of actions to use the labor market analysis data	Labor Market Analysis	
Identify areas of potential collaboration and partnership	ABE/GED and Lifelong Learning Connection	
Create partnership through College!Now RFP for ABE/GED joint ventures	ABE/GED and Lifelong Learning Connection	
Develop a job description and scope of work for recruiting a Director of Advising	Advising Model and Services	
Hire a Director of Advising	Advising Model and Services	

<b>12-24 Months</b>		
<i>Item</i>	<i>Parent Action Item</i>	<i>Additional Information</i>
Admit students and begin instruction in AS degree curriculum	Associate of Science Degree	
Develop and fund a base of permanent faculty to meet the academic needs of an AA and AS degree	AASc Department Structure	
Collaborate with AAS programs to develop options in AA and AS that allow emphasis from program areas, but also provide the transferable general education core	AASc Department Structure	
Develop and fund an academic departmental structure for AASc that aligns with the academic demands/needs of both AA and AS degrees	AASc Department Structure	

Implement the developmental math curriculum redesign using the National Center for Academic Transformation's (NCAT) <i>Emporium Model</i>	Developmental Education	
Increase resources and programming to address growing need for Developmental Writing courses	Developmental Education	
Analyze the requests and needs for expanding course offerings to evening and weekend time slots	Programming Development and Review	

<b>24-36 Months</b>		
<i>Item</i>	<i>Parent Action Item</i>	<i>Additional Information</i>
Secure administrative alignment between 2 and 4-year campus that enables follow through of academic process	Connection to Four Year Programming	
Complete campus survey for C!N Adult Friendly Programming	Adult Friendly Programming	
Develop plan to address results of C!N Survey	Adult Friendly Programming	